

**BY ORDER OF THE
SECRETARY OF THE AIR FORCE**

AIR FORCE POLICY DIRECTIVE 36-8

24 DECEMBER 2014



Personnel

**EMPLOYEE BENEFITS, ENTITLEMENTS
AND WORK/LIFE PROGRAMS**

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

ACCESSIBILITY: Publications and forms are available on the e-Publishing website at www.e-publishing.af.mil for downloading or ordering.

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This publication establishes policies to ensure Air Force enhances the morale of its civilian employees by identifying employment requirements and pursuing appropriate work/life flexibilities. This Policy Directive implements and complies with Department of Defense Directive (DoDD) 1010.4, Drug and Alcohol Abuse by DoD Personnel; DoDD 1400.5, DoD Policy for Civilian Personnel; DoDD 1400.25, DoD Civilian Personnel Management System; and DoDI 1035.01, Telework Policy. It interfaces with Air Force Policy Directive (AFPD) 40-1, Health Promotion; Air Force Instruction (AFI) 10-218, Personnel Accountability in Conjunction with Natural Disasters or National Emergencies; and AFI 40-101, Health Promotion Program. DoDI 6055.1, DoD Occupational Safety and Health Program; AFPD 90-8 Environment, Safety, and Occupational Health; AFI 48-145, Occupational and Environmental Health Program; AFI 36-802, Pay Setting; AFI 36-807, Weekly and Daily Scheduling of Work and Holiday Observances; AFI 36-816, Civilian Telework Program; and AFI 91-202, The US Air Force Mishap Prevention Program.

This directive applies to Appropriated Fund civilian employees, including United States Air Force Reserve and Air National Guard Title 5 employees. In collaboration with the Chief of Air Force Reserve (AF/RE) and the Director of the Air National Guard (NGB/CF), the Deputy Chief of Staff for Manpower, Personnel and Services (AF/A1) develops personnel policy Employee Benefits, Entitlements and Work/Life programs. This publication may not be supplemented.

Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual (AFMAN) 33-363, Management of Records, and disposed of in accordance with the Air Force Records Disposition Schedule (RDS) located in the Air Force Records Information Management System (AFRIMS).

Refer recommended changes and questions about this publication to the Office of Primary

Responsibility (OPR) using the AF IMT 847, Recommendation for Change of a Publication; route AF IMT 847s from the field through the appropriate functional's chain of command.

SUMMARY OF CHANGES

This document is substantially revised and must be completely reviewed. This publication completely updates Attachment 1, Glossary of References and Supporting Documents, by deleting and updating published references. This revision incorporates references to the Federal Employee Compensation Act (FECA), otherwise known as Injury Compensation or Workers' Compensation, and to Unemployment Compensation.

1. Employee Benefits and Entitlements and Work/Life Programs

1.1. Overview. The United States Air Force is committed to improving workforce efficiency while promoting quality of life for its civilian workforce. Attracting and retaining valued employees requires flexible and responsive programs to balance the need for uniformity with flexibility when appropriate. It is Air Force policy to:

1.1.1. Promote the use of flexible work arrangements, to include compressed work schedules, flexible work schedules, and telework for eligible positions and employees. Consistent with workload and mission requirements, Installation Commanders, Tenant Commanders, and Heads of Activities should attempt to overcome artificial barriers and permit flexible work arrangements that allow employees to better balance their work and family responsibilities on a daily basis. Commanders should regularly promote flexible work arrangements throughout their organizations for eligible employees and remind supervisors to inform applicants of available work/life flexibilities when filling vacancies. Installation Commanders, Tenant Commanders and Heads of Activities should also incorporate plans for telework arrangements into their Continuity of Operations (COOP) plans.

1.1.2. Value the health and fitness of all personnel and empower individuals and organizations to actualize those values and achieve optimal health as a means to enhance mission readiness and unit performance. As workload and resources allow, Commanders and Heads of Activities should implement programs designed to promote healthy lifestyles and disease or injury prevention to include authorizing excused absence from duty to participate in physical fitness activities and providing health fairs/health-promotion opportunities to employees.

1.1.3. Support civilian employees by appropriate use of compensation incentives, e.g., performance bonus, foreign language proficiency pay and various premium pays, consistent with mission needs. Commanders and Heads of Activities should ensure overtime work is scheduled and approved in advance and occurs only as necessary to

accomplish an essential mission. Installation Commanders, Tenant Commanders, and Heads of Activities may utilize any of these flexibilities/incentives that will ensure the accomplishment of the Air Force mission while enhancing the quality of life of civilian employees consistent with government-wide, DoD, and Air Force policies.

1.1.4. Promote the safety and well-being of all employees and their families. Installation Commanders, Tenant Commanders, and Heads of Activities should establish procedures within their organizations to account for the status and whereabouts of individuals assigned therein in the event of disasters, ensure all personnel have current emergency contact information on file and are provided the necessary information and guidance regarding when and how to check in.

1.1.5. Ensure Commanders provide for and make appropriate use of Employee Assistance Programs (EAPs) for employees with substance abuse problems (or referral to community-base assessment and treatment services if EAP is unavailable on the installation), consistent with AFI 44-107, AF Civilian Drug Demand Reduction Program. The Air Force also recognizes that other work or family pressures and job stress can adversely affect employee performance, reliability, or personal health and, therefore, encourages Installation Commanders or Heads of Activities to provide EAPs, or like services, for personal counseling needs of their civilian workforce.

1.1.6. Provide retirement planning and financial literacy education information to the civilian workforce via electronic or other means to assist employees in planning their career-long investment and retirement strategies. As budget and mission requirements allow, Installation Commanders, Tenant Commanders, and Heads of Activities may also provide lectures/seminars to employees covering work/life issues of retirement, benefits, and financial planning.

1.1.7. Ensure that employees are provided a safe and healthful work environment that complies with DoD safety and health policies. Provide prompt medical attention and full assistance in claiming just compensation for injuries or occupational illnesses incurred in the performance of their duties. Installation Commanders, Tenant Commanders, and Heads of Activities will provide unemployment planning and benefits information to the civilian workforce via electronic or other means to assist employees in planning their short-term financial strategies following involuntary separation from employment.

1.1.8. The Air Force will ensure civilian benefits, entitlements, and work/life programs are administered without unlawful discrimination because of race, color, religion, sex (including pregnancy), national origin, age (40 or older), disability, genetic information, or prior EEO activity. Applicable policies and procedures must be consistent with government-wide, DoD and Air Force policies; formalized in writing; and communicated to employees.

2. Responsibilities and Authorities.

2.1. Assistant Secretary of the Air Force for Manpower and Reserve Affairs (SAF/MR). SAF/MR serves as an agent of the Secretary and provides guidance, direction, and oversight for all matters pertaining to the formulation, review, and execution of plans, policies, programs, and budgets addressing civilian employee benefits, entitlements, and work/life programs.

2.2. Deputy Chief of Staff for Manpower, Personnel and Services (AF/A1). AF/A1 executes personnel policy and develops, coordinates, and approves essential procedural guidance for civilian compensation, benefits, accessions, assignments, retention, separation, retirement and wellness programs.

Deborah Lee James
Secretary of the Air Force

Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

DoDD 1400.5, *DoD Policy for Civilian Personnel*, 12 January 2005

DoDD 1400.25, *DoD Civilian Personnel Management System*, 25 November 1996 DoDI 1010.9, *DoD Civilian Employee Drug-Free Workplace Program*, 22 June 2012 DoDI 1035.01, *Telework Policy*, 4 April 2012

DoD Instruction (DoDI) 1400.25, *DoD Civilian Personnel Manual System*, Volume 530, *Pay Rates and Systems*, 26 June 2006

DoDI 1400.25, *DoD Civilian Personnel Manual System*, Volume 810, *Injury Compensation*, 12 April 2005

DoDI 1400.25, *DoD Civilian Personnel Manual System*, Volume 830, *Civilian Service Retirement*,

1 December 1996

DoDI 1400.25, *DoD Civilian Personnel Manual System* Volume 840, *Federal Employee Retirement*, 1 December 1996

DoDI 1400.25, *DoD Civilian Personnel Manual System* Volume 850 *Life Unemployment Compensation*, 1 December 1996

DoDI 1400.25, *DoD Civilian Personnel Manual System* Volume 870, *Life Insurance*, 1 December 1996

DoDI 1400.25, *DoD Civilian Personnel Manual System* Volume 890, *Health Insurance*, 1 December 1996

DoDI 1400.25, *DoD Civilian Personnel Manual System* Volume 1406, *Attendance and Leave*, 1 December 1996

DoDI 6055.1, *DoD Safety and Occupational Health Program*, 19 August 1998

HAF Mission Directives 1-24, *Assistant Secretary of the Air Force (Manpower and Reserve Affairs)*, 15 December 2008

HAF Mission Directives 1-36, *Deputy Chief of Staff of the Air Force, Manpower, Personnel and Services*, 1 July 2009

AFPD 36-40, *Air Force Language, Region and Culture Program*, 16 October 2012 AFPD 40-1, *Health Promotion*, 17 December 2009

AFPD 44-1, *Medical Operations*, 1 September 1999

AFPD 90-1, *Policy Formulation*, 6 October 2010

AFPD 90-8, *Environment, Safety & Occupational Health Management and Risk Management*, 2 February 2012

AFPD 91-2, *Safety Programs*, 24 July 2012

AFI 10-208, *Air Force Continuity of Operations (COOP) Program*, 15 December 2011 AFI 36-3803, *Personnel Accountability in Conjunction with Natural Disasters or National Emergencies*, 21 December 2010

AFI 36-802, *Pay Setting*, 1 September 1998

AFI 36-807, *Weekly and Daily Scheduling of Work and Holiday Observances*, 22 June 1999 AFI 36-816, *Civilian Telework Program*, 13 November 2013

AFI 38-101, *Air Force Organization*, 16 March 2011

AFI 40-101, *Health Promotion*, 17 December 2009

AFI 44-107, *AF Civilian Drug Demand Reduction Program*, 7 April 2010

AFI 48-145, *Occupational and Environmental Health Program*, 15 September 2011

AFI 91-202, *The US Air Force Mishap Prevention Program*, 5 August 2011 AFMAN 33-363, *Management of Records*, 1 March 2008

Prescribed Forms

None

Adopted Forms

AF Form 847, *Recommendation for Change of Publication Terms*

Definitions

Compressed Work Schedules — A fixed work schedule in which the biweekly basic work requirement is scheduled over less than 10 workdays.

Continuity of Operations (COOP) — The degree or state of being continuous in the conduct of operations, tasks, or duties necessary to accomplish a military action or mission.

Employee Assistance Program (EAP) — Worksite behavioral health program designed to help organizations address productivity issues by assisting employees to address and overcome personal problems that may be impacting job performance.

Financial Literacy Education — Information/guidance/tools provided to employees about the need for retirement savings and investments and planning early for retirement in order to meet personal retirement goals.

Flexible Work Schedules — A work schedule established IAW 5 USC 6122 that allows an employee to vary his/her own work schedule within limits set by management or as prescribed by local collective bargaining agreement (CBA).

Head of Activity — The leader of a tenant or geographically separated organization who is not termed a commander in accordance with AFI 38-101, *Air Force Organization*, and whose chain of command does not report through the installation or tenant commander. Examples include the superintendent of the U.S. Air Force Academy, a civilian leader of a tenant organization on a host installation, and a civilian or military leader of a detachment or operating location.

Installation Commander — Military commander of an installation/host unit.

Telework — An arrangement in which the employee performs assigned official duties at an alternative worksite on a regular and recurring or situational basis (not including while on official travel).

Tenant Commander — Military commander of an activity/unit tenanted/located on a host installation who does not report through the installation/host unit commander. For example, Major Commands, Numbered Air Forces, Direct Reporting Units, and Field Operating Agencies may be located on installations but their commanders are not subordinate to the installation commander.

Work/Life Programs — Various programs such as alternate work schedules, health promotion, telework, and leave programs which enable Air Force to fulfill its mission and attract and retain valuable employees while enabling employees to balance responsibilities at work and at home.